

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET

17 MAY 2012

**REPORT OF CORPORATE
AND SOCIAL INCLUSION
SELECT COMMITTEE**

CABINET DECISION

Adult Services and Health – Lead Cabinet Member – Councillor Jim Beall

EFFICIENCY, IMPROVEMENT, AND TRANSFORMATION (EIT) REVIEW OF COMMISSIONED CARERS AND INDEPENDENT LIVING SERVICES

1. Summary

This report presents the findings of the Corporate and Social Inclusion Select Committee following the EIT review of Commissioned Carers and Independent Living Services.

The majority of services within the scope of this review were commissioned from ring fenced grants that came to an end on 31.3.11. The report provides background to the relevant grants and their strategic context. 99 contracts fall within the scope of the review and have been subject to analysis in relation to strategic intent, cost comparison and quality of service provision. The recommendations are expected to form the basis of commissioning plans for ongoing service and support provision.

The overall aim of the review was to identify options for future strategy, policy and service provision that will deliver efficiency savings whilst sustaining/improving quality outcomes for Stockton residents.

2. Recommendations

The Committee recommend:

R1 That separate commissioning plans, in line with strategic intent, are developed for:

- carers' services, as part of joint health and social care strategies for:
 - Adults
 - Young carers
- independent living services

R2 That each commissioning plan will incorporate the following principles:

- Clarity about the range of services to be delivered in line with strategic objectives.
- All services are commissioned through new arrangements with contract duration of 3 years where possible (timescale to be determined in line with priorities; where contracts are joint with the NHS timescales and details of contracts need to be agreed).
- Contract capacity is reviewed; where demand is lower than contracted capacity this is altered to reflect the demand

- Streamlined procurement processes and related contracts to identify priorities, accepting that delivery may still be through a number of providers but fewer than at present.
- Service specifications have tight outcome measures and payment is made in line with purposeful activity levels or other related measures.
- Benchmarking evidence is used where available to ensure that the unit cost for service delivery is competitive, recognising the degree of difference that arises from the needs of specific clients and groups of clients.
- Alternative commissioning models are considered where appropriate, for example partnership models.

R3 That in services where there are a limited number of providers, that commissioners explore ways in which to encourage the market.

R4 That work to support the developing voluntary and community services commissioning consortia is taken forward.

R5 That where appropriate, work is undertaken with Providers to identify alternative funding streams, including payment from service users, and that providers are supported to develop self-sustaining service models.

R6 That where current services are clearly aligned with health outcomes that they cease to be funded by the Council; these services will be reviewed and considered within the new NHS commissioning arrangements.

R7 That domestic abuse service models are reviewed taking into account corporate strategies and the recommendations of the EIT review of domestic violence (methodology to be determined). This will involve working with partners to develop appropriate pathways for people affected by domestic abuse.

R8 That the ongoing work stream, to continue to develop and increase the use of assistive technology, incorporates requirements for community alarm services.

3. Reasons for the Recommendations/Decision(s)

As part of the Council's EIT Programme, the Committee has undertaken the review with the aim of identifying options for future strategy, policy and service provision that will deliver efficiency savings whilst sustaining/improving quality outcomes for Stockton residents.

4. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;
- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.

AGENDA ITEM

REPORT TO CABINET

17 MAY 2012

**REPORT OF CORPORATE
AND SOCIAL INCLUSION
SELECT COMMITTEE**

CABINET DECISION

Adult Services and Health – Lead Cabinet Member – Councillor Jim Beall

**EFFICIENCY, IMPROVEMENT, AND TRANSFORMATION (EIT) REVIEW OF COMMISSIONED
CARERS AND INDEPENDENT LIVING SERVICES**

1. Summary

This report presents the findings of the Corporate and Social Inclusion Select Committee following the EIT review of Commissioned Carers and Independent Living Services.

The majority of services within the scope of this review were commissioned from ring fenced grants that came to an end on 31.3.11. The report provides background to the relevant grants and their strategic context. 99 contracts fall within the scope of the review and have been subject to analysis in relation to strategic intent, cost comparison and quality of service provision. The recommendations are expected to form the basis of commissioning plans for ongoing service and support provision.

The overall aim of the review was to identify options for future strategy, policy and service provision that will deliver efficiency savings whilst sustaining/improving quality outcomes for Stockton residents.

2. Recommendations

The Committee recommend:

R1 That separate commissioning plans, in line with strategic intent, are developed for:

- carers' services, as part of joint health and social care strategies for:
 - Adults
 - Young carers
- independent living services

R2 That each commissioning plan will incorporate the following principles:

- Clarity about the range of services to be delivered in line with strategic objectives.
- All services are commissioned through new arrangements with contract duration of 3 years where possible (timescale to be determined in line with priorities; where contracts are joint with the NHS timescales and details of contracts need to be agreed).
- Contract capacity is reviewed; where demand is lower than contracted capacity this is altered to reflect the demand

- Streamlined procurement processes and related contracts to identify priorities, accepting that delivery may still be through a number of providers but fewer than at present.
- Service specifications have tight outcome measures and payment is made in line with purposeful activity levels or other related measures.
- Benchmarking evidence is used where available to ensure that the unit cost for service delivery is competitive, recognising the degree of difference that arises from the needs of specific clients and groups of clients.
- Alternative commissioning models are considered where appropriate, for example partnership models.

- R3** That in services where there are a limited number of providers, that commissioners explore ways in which to encourage the market.
- R4** That work to support the developing voluntary and community services commissioning consortia is taken forward.
- R5** That where appropriate, work is undertaken with Providers to identify alternative funding streams, including payment from service users, and that providers are supported to develop self-sustaining service models.
- R6** That where current services are clearly aligned with health outcomes that they cease to be funded by the Council; these services will be reviewed and considered within the new NHS commissioning arrangements.
- R7** That domestic abuse service models are reviewed taking into account corporate strategies and the recommendations of the EIT review of domestic violence (methodology to be determined). This will involve working with partners to develop appropriate pathways for people affected by domestic abuse.
- R8** That the ongoing work stream, to continue to develop and increase the use of assistive technology, incorporates requirements for community alarm services.

DETAIL

1. The attached report presents Cabinet with the findings of the EIT Review of Commissioned Carers and Independent Living Services undertaken by the Corporate and Social Inclusion Select Committee in 2011/12.
2. The review forms part of a three year programme of EIT (Efficiency, Improvement and Transformation) reviews covering all services provided by the Council. The programme aims to ensure that all services are reviewed in a systematic way to ensure that they are provided in the most efficient manner, provide value for money and identify opportunities for service improvements and transformation.
3. Stockton Council's Carers and Independent Living Strategies were developed in 2009 and 2010 respectively and encompass the strategic intent of the Council. The Carers Strategy provides strategic guidance for the development and delivery of services for carers and to ensure that there is a consistent approach to commissioning services. The Independent Living Strategy links housing and housing related support services with health and social care services to enable people to achieve settled accommodation and to remain as independent as possible in the community.
4. Four strands of work were undertaken to test the commissioning arrangements for services for carers and young carers and for services that are intended to encourage independence

and prevent people, whose circumstances make them vulnerable, declining in health and well-being and therefore requiring more intensive services

- Strand 1: strategic relevance: current services were assessed in terms of their relevance to key strategic aims against which the contribution of current services could be assessed.
- Strand 2: Service visits/ presentations: visits were carried out by Members and presentations were given by service providers to give members a greater insight into services.
- Strand 3: A comparison of cost: an analysis of self-assessments completed by service providers was undertaken, including benchmarking comparisons where available.
- Strand 4: A quality assessment: a quality assessment framework was used to evaluate a range of quality measures including support planning, health and safety, safeguarding and protection from abuse.

5. It is clear from the work undertaken to support this review that the strategic context for service provision has changed since the relevant grant funding has come to an end and future commissioning needs to be in line with current strategic intent. The work completed in relation to cost comparison will provide benchmarking information to support future commissioning, with a view to making efficiencies in terms of unit costs in a number of areas and has identified contracts where payment should be made in line with activity, rather than on a 'block' basis. Reviewing quality has provided information to inform the development of robust outcomes measures to be incorporated into future contracts.
6. Following consideration by Cabinet, an action plan will be submitted to the Select Committee setting out how the approved recommendations will be implemented, detailing officers responsible for each action and with identified timescales.

FINANCIAL IMPLICATIONS

7. It is estimated that the recommendations will generate estimated annual savings to the Council of £412k, rising to £472k by 2014/15 as detailed within the main body of the report.

LEGAL IMPLICATIONS

8. There are no specific legal implications emanating from the review at this stage.

RISK ASSESSMENT

9. This report is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS

10. This review impacts upon the core themes of Environment and Housing, Safer Communities, Older Adults, and Health and Well-being.

EQUALITIES IMPACT ASSESSMENT

11. This report has been subject to an Equalities Impact Assessment and has been judged to have a neutral impact (score of 70).

CONSULTATION INCLUDING WARD/COUNCILLORS

12. No specific consultation exercise was undertaken as part of the review but it did utilise consultation carried out for the refreshment of strategies relevant in the delivery of services under review.

Name of Contact Officer: Liz Hanley
Post Title: Adult Strategy Manager
Telephone No. 01642 527055
Email Address: liz.hanley@stockton.gov.uk

Education related?

No

Background Papers

None

Ward(s) and Ward Councillors:

Not ward specific.

Property

None